

B U D G E T S U M M A R Y

Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures					
Personnel Costs	\$723,726	\$700,634	\$1,051,660	\$1,768,736	\$717,076
Operation Costs	\$36,235	\$4,668	\$165,094	\$339,210	\$174,116
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$2,617	\$0	\$6,000	\$6,000
Interdepartmental. Charges	\$1,914	\$741	\$1,150	\$1,914	\$764
Total Expenditures	\$761,875	\$708,660	\$1,217,904	\$2,115,860	\$897,956
Revenues					
Direct Revenue	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenue	\$0	\$0	\$0	\$95,733	\$95,733
Indirect Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$95,733	\$95,733
Tax Levy	\$761,875	\$708,660	\$1,217,904	\$2,020,127	\$802,223
Personnel					
Full-Time Pos. (FTE)	10.0	10.0	13.0	19.0	6.0
Seasonal/Hourly/Pool \$	\$0	\$0	\$0	\$0	\$0
Overtime \$	\$14,467	\$25,466	\$0	\$0	\$0

Department Mission:

This Department serves to support Milwaukee County's mission to enhance the quality of life through great public service. To that end, the new Office of Strategy, Budget and Performance will work to strengthen practices and strategically align critical resources that advance the mission while improving Milwaukee County's fiscal health. This Department will lead the Strategic plan, utilize an equitable lens for budgeting, and develop effective practices for continuous improvement, project management, and grant development. These activities will assure the highest quality of services for the residents of Milwaukee County.

Department Description:

Strategy, Budget and Performance (SBP) has three divisions: Strategy and Performance Division, Budget Division, and Project Management Office.

Major Changes in FY 2022

As part of the continued effort to connect strategy and budget, the Department of Strategy, Budget, and Performance is created in the 2022 budget. The former Department of Administrative Services (DAS) Divisions of Performance, Strategy and Budget (PSB) and Grants Procurement are moved to this new department, while a division is added to focus on Strategy. The Division of Grants Procurement is redesigned to a Project Management Office which will focus on grant development, continuous improvement, and project management activities. FTEs in the department are

STRATEGY, BUDGET, AND PERFORMANCE (1157) BUDGET

Department: **Strategy, Budget, and Performance**

UNIT NO. 1157

FUND: **General — 0001**

increased by 6 compared to the 2021 Adopted Budget, representing a transfer of 4 positions from other departments, 1 position create which was approved in 2021 (File 21-469) and 1 new position create in the 2022 budget.

Strategic Program Area 1: Strategy Division

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$0	\$0	\$0	\$188,524	\$188,524
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$188,524	\$188,524
FTE Positions	0.0	0.0	0.0	1.0	1.0

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
To Be Determined				

How Well We Do It: Performance Measures				
Performance Measures	2018 Actual	2019 Actual	2020 Target	2021 Target
To Be Determined				

Strategic Overview:

The Strategy Division works with all departments (including the Office of the County Executive and County Board) to help drive meaningful progress toward achieving the County’s strategic plan.

Over the course of 2020 and 2021, the Strategy Director facilitated the creation of seven strategy teams formed to guide the advancement of each of the nine strategic objectives. The teams include the Diversity & Inclusion Team (1A & 1B), the Equitable Contracting Team (1C), the Service Alignment Team (2A & 3A), the Integration Team (2B), the Racial Equity Lens Team (2C), the Fiscal Health Team (3B), and the Inclusive Communities Team (3C). Each team has worked to develop key performance indicators (KPIs) for their respective strategic objectives to answer the question, “how will we measure our success?”. In 2021, the strategy teams created targets for each KPI and developed action plans for achieving these targets. In addition to overseeing the strategy teams, the Strategy Division is responsible for planning and facilitating the County’s Leadership Forums, cabinet meetings, and other strategic convenings. Other tasks include developing and maintaining strategic partnerships, advising elected policymakers on policy issues related to the strategic objectives, and developing content for external and internal communications.

Strategic Implementation:

The Strategy Director oversees a cross-functional team which has developed a Strategy Dashboard for tracking the County’s progress toward advancing the KPIs for each strategic objective. In addition, the Strategy Dashboard displays two additional categories of information. First, it shows how each County service is performing against its individual set of performance measures, which are under various stages of development. Second, it shows how the County is progressing in terms of overall population health. Specifically, population health is being measured using specific community impact indicators in the realms of housing, employment, and life expectancy.

1.0 FTE Strategy Director position is transferred from the Office of the County Executive to the Department of Strategy, Budget and Performance in 2022.

Strategic Program Area 2: Budget Division

Service Provision: Mandated

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2022/2021 Variance
Expenditures	\$761,875	\$698,762	\$842,904	\$837,176	(\$5,728)
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$761,875	\$698,762	\$842,904	\$837,176	(\$5,728)
FTE Positions	10.0	10.0	10.0	8.0	(2.0)

What We Do With It: Activity Data				
Activity	2019 Actual	2020 Actual	2021 Target	2022 Target
# of Budgets Documents Produced	2	2	2	2
Organizational Budgets	82	82	82	82

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA	Fitch IBCA: AA Moody's: Aa2 S&P: AA
GFOA Distinguished Budget Presentation Award	Awarded	Awarded	Pending	Awarded

Strategic Overview:

The Budget Division supports the County's efforts toward long-term financial sustainability. The Division leads the development and implementation of the County's annual operating and capital budgets and supports long-term strategic and financial planning processes and performance measurement systems.

Strategic Implementation:

As a component of the County's fiscal health goal, the Budget Division is working with departments to expand upon the use of long-term financial planning in Milwaukee County's budget process. This includes placing focus on strategies to sustainably increase revenues, and reduce expenditures, while working to develop a fiscally healthy organization that makes decisions on investment into strategic plan priorities versus structural deficit reductions.

The Budget Division has supported the implementation of a Racial Equity Budget Tool which has been utilized during the 2021 and 2022 budget process and is designed to:

STRATEGY, BUDGET, AND PERFORMANCE (1157) BUDGET

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- Make intentional connections between the strategic plan and the budget.
- Use racial equity as the guiding principle for important decisions regarding investments.
- Initiate conversations on topics related to the strategic plan.
- Provide baseline data on departmental efforts to inform enterprise-wide decisions.

The Budget Division will continue to assist towards the development of the countywide Enterprise Resource Planning (ERP) system. In 2021 and 2022, the division is working to develop a new budget software system.

In 2022, 2.0 FTE (Continuous Improvement Manager and Continuous Improvement Analyst) are transferred out to Program Area 3 – Project Management Office.

Strategic Program Area 3: Project Management Office

Service Provision: Administrative

How We Do It: Program Budget Summary					
Category	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2021/2020 Variance
Expenditures	\$0	\$9,898	\$375,000	\$1,090,160	\$715,160
Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$0	\$9,898	\$375,000	\$1,090,160	\$715,160
FTE Positions	0.0	0.0	3.0	10.0	7.0

What We Do With It: Activity Data				
Activity	2019Actual	2020Actual	2021Target	2022Target
Number of grant applications submitted within the Grant System of Support (AMOP 11.02)	N/A	N/A	35	45
Amount of grant funds requested through competitive grant proposals	N/A	N/A	\$30M	\$40M
Number of projects undertaken to identify and apply a solution to an enterprise challenge	N/A	N/A	5	7
Number of grant writing and project management professional development sessions held for employees	N/A	N/A	1	4
Number of federal reports submitted on use of American Rescue Plan Act State and Local Fiscal Recovery Funds	N/A	N/A	3	5
Number of CountyConnect resource pages developed and maintained focusing on project management and grant development	N/A	N/A	1	2
Number of project management and grant development AMOPs established	N/A	N/A	4	4
Number of internal communication outlets developed and/or maintained	N/A	N/A	N/A	3

How Well We Do It: Performance Measures				
Performance Measure	2019 Actual	2020 Actual	2021 Target	2022 Target
Percent of competitive grant applications awarded	N/A	N/A	30%	35%
Amount of competitive grant funds awarded	N/A	N/A	\$9M	\$15M
Number of County employees trained and/or accessing CountyConnect resource pages	N/A	N/A	20	50
Number of projects successfully concluded that impact county operations and/or strategy advancement	N/A	N/A	5	6

Strategic Overview:

The former DAS Division of Grants Procurement has been redesigned to the SBP Project Management Office. The office will lead efforts to advance Milwaukee County’s strategic plan by integrating project management approaches into organizational functions that involve grant development, continuous improvement, project management, and internal communications. By deploying intentional systems of support, the division will facilitate collaborative work to organize and implement projects or services that advance the county’s strategic plan. Through this work, the division will also increase project management and grant writing capacity.

Capacity building activities include developing a portfolio of project management tools, strategies, and collaborative training opportunities to scale to Milwaukee County offices and departments. Continuous improvement is a cornerstone of the division, which will also facilitate the County’s Administrative Manual of Operating Procedures.

The division will contribute to existing grant writing efforts, diversify funding opportunities pursued, and maximize the County’s competitiveness for funding. To fulfill this work, division staff will implement effective systems to:

- research and disseminate discretionary grant opportunities aligned with County priorities
- track county-wide grant application activity
- facilitate the work of grant development teams and decision-making processes
- create a grant writing toolbox and library of resources for County staff
- provide timelines, templates, and technical support for grant writing
- support submittal of required program reports requested by funders
- facilitate professional development offerings to build grant writing capacity, and collaborate across county departments and divisions to troubleshoot grant and special projects.

These efforts will position Milwaukee County to 1) be highly competitive in grant contests and 2) maximize the impact and effectiveness of grant funded projects.

The division will also comprehensively support implementation of county-wide projects to ensure efficacy and impactful outcomes that benefit the constituents and functions of Milwaukee County. The division will oversee and project manage the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds and other pandemic related grant funding received and applied for by Milwaukee County.

Strategic Implementation:

In 2022, the Project Management Office will launch and solidify the following functions within Milwaukee County’s operating procedures and practices:

- Establish and implement model project management, grant development, internal communication systems and practices in Milwaukee County.
- Increase the capacity of Milwaukee County departments to compete for grant revenue, identify and implement solutions to enterprise challenges, and develop effective internal communication strategies.
- Cultivate project management across Milwaukee County in alignment with organizational racial and health equity goals.

The division will seek ongoing feedback and undergo continuous improvement to refine and develop resources that will effectively support the varying needs of County departments and offices. An annual needs assessment will direct the efforts of division staff to expand the resources and training options offered annually.

The 2022 budget provides 10.0 FTE

- 3.0 FTE are maintained from the previous division of DAS-Grants Procurement.
- 1.0 FTE Sr. Grants Analyst – Pandemic Relief was created in File 21-469.
- 1.0 FTE Continuous Improvement Manager and 1.0 FTE Continuous Improvement Analyst are transferred in from the Budget Division.
- 1.0 FTE Organizational Performance Director is transferred in from the Office of the County Executive.
- 1.0 FTE Digital Program Manager and 1.0 FTE Graphic Services Coordinator are transferred in from DAS-Central Business Office.
- 1.0 FTE Internal Communications Coordinator is created. This position will be assigned to enterprise-wide internal communications and will ensure all employee communications and messaging is consistent and meets common brand and message standards.